

**AD-A252 573**



Spring 1992

THESIS

Reserve Officer Program

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AFIT/CI/CIA- 92-001

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# RESERVE OFFICER PROGRAM



A RESERVE OFFICER PROGRAM PREPARED FOR  
IMPLEMENTATION BY THE  
COLUMBIA (SC) POLICE DEPARTMENT

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A Reserve Officer Program Portfolio Prepared for Implementation

by the Columbia (SC) Police Department

by

Richard N. Wright

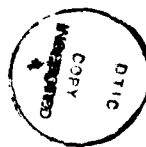
for

CRJU 798: Master's Portfolio

Advisor: Dr. James Fraser

Spring Semester, 1992

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**Abstract**

Reserve police officers have been used for over thirty years in South Carolina. Modeled after civil defense and unarmed police auxiliary programs, reserve police officer programs grew from their early beginnings as social organizations, to today's model of unpaid, part-time volunteer forces supplementing the full-time officers of a department.

The purpose of the research conducted was to survey police departments with an active reserve officer program to determine a base of standards, and to see if a consensus existed among the departments surveyed, specifically in the areas of training and responsibilities. Out of state agencies were also surveyed, and asked to provide additional information, and were used in comparison with South Carolina agencies. Research literature was also reviewed to provide additional background information.

Research results showed wide variations among reserve officer programs in South Carolina, and even more so when compared to programs in other states. Several factors may have accounted for this: department size, budget, and commitment to a reserve officer program. However, reserve officer programs have increased across the nation, as well as in South Carolina. This increase brought questions on the use and operations of such programs to the forefront for departments considering such an option.

## **Reserve Officer Program**

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The purpose of this portfolio, done at the behest of Chief Charles P. Austin, was to consider the background information and research conducted in order to develop an appropriate Reserve Officer Program for the Columbia Police Department to implement.

The goal of this portfolio is to present an option for implementation by the Columbia Police Department in order to continue providing effective law enforcement services to the citizens of Columbia during challenging fiscal times.

**Definitions and Disclaimer**

**Definitions**

Regular officer: a full-time, paid employee of the municipality in which he is a police officer

Reserve officer: a part-time, unpaid volunteer who serves on a police department in a role equivalent to that of a regular officer.

**Disclaimer**

The use of the words "he, "him", and "his" throughout this paper does not intend to imply discrimination in any way, and is only used for grammatical agreement and standardization.

Concept Under Study

Historical Review

The use of volunteers in American policing can be traced as far back as Colonial times, to the "Watch and Ward Societies" (Sundeen & Siegel, 1986). Community involvement in policing was appropriate based on the size of villages and towns during this period, and close relatives and interdependence among members of communities. Various designs on this concept were used, such as assigning members of a community to patrol during certain hours, paying community members to carry out police duties, and relying on a small active force with the ability to call out a large reserve force when necessary (Greenberg, 1984).

Volunteerism in American policing was probably best remembered by the image of the Western "posse" chasing after an outlaw (Sundeen & Siegel, 1986). The use of civilian manpower to augment law enforcement in times of crisis continued into the late 1800's. Increased population, expanded communities, and rising crime led to the establishment of paid police forces in most cities by the early 1900's.

The concept of auxiliary and reserve police officers began prior to World War I, as city government and police leaders prepared for war. These early auxiliary forces were developed to do routine police work, while the regular officers guarded critical areas and resources.



Some cities such as Berkeley, California, allowed their auxiliaries to make arrests, but none allowed them to carry weapons. However, once World War I began, many cities armed their auxiliaries and changed their title to "reserves" (Kennedy, 1986).

Most cities disbanded their reserve forces after the war, some because of a lack of enemy threat, but most because of political decisions. The Depression of 1929 brought the final blow, as volunteers could not afford to devote time and money to a non-paying public service.

World War II brought another challenge to police forces. Just as before World War I, the nation was preparing for war, protecting the country against spies and saboteurs, and watching trained police manpower going abroad to serve in the armed forces. World War II was the turning point for the use of reserve police officers, as many large departments that currently have reserve programs started theirs during this time. World War II and the post-war years demonstrated the necessity and capability of reserve officers, and they have been present in law enforcement ever since (Deitch & Thompson, 1985).

**Purpose of Reserves**

The purpose of reserve officers, according to the Commission on Accreditation for Law Enforcement Agencies, (CALEA) was to "supplement the agency's day-to-day delivery of law enforcement services" (CALEA, 1984). Augmenting a department's regular daily activities and providing support services were the predominant purposes of reserves found in the literature reviewed. Police departments used reserve officers to provide additional manpower in times of need, and also on a daily basis to extend the coverage provided by regular officers.

Budget considerations, emergency and crowd control situations, and community involvement in policing were all cited as reasons for establishing and maintaining a reserve officer program. Decreasing budgets, with no corresponding drop in crime or calls for service, stretched police manpower and resources (Ayers, 1992). Enacting a reserve program from a budgetary standpoint was quite cost effective, as evidenced by the difference in costs between hiring a regular officer and appointing a reserve.

Based on providing all uniforms, equipment, training, and salary, the cost to hire one regular officer for the Columbia Police Department was \$42,553.18 (Hellman, 1991), while appointing one reserve officer would cost between \$2,252.56 and \$4,102.31, depending on the level of training received, and the amount of equipment supplied by the department.

These figures were based on direct, indirect, and officer reimbursed costs. The total cost of class training was used in this example, not the cost of training per officer. Consequently, the larger the class, the less training will cost per officer.

Emergency and crowd control situations were also valid reasons for establishing a reserve program. In communities subject to civil defense emergencies such as dangerous weather, or those that had recurring events requiring crowd control such as professional and college sports, and community and cultural activities, reserves fulfilled the purpose of augmenting a department's regular officers and providing support (P. Harrison, personal communication, January 24, 1992).

Community involvement in policing was also another reason to have reserves, but one which did not receive much attention. Department officials tended to promote and justify reserves based on what the reserves could do for the department in terms of support, but glossed over the intrinsic motivation of some reserve officers to serve their community in a law enforcement capacity.

The consensus among sources was that reserves existed to provide additional manpower and service to a police department. The underlying theme was that reserves performed less detailed and technical duties in order to free up regular officers for more critical responses. Most sources emphasized the supportive nature of the reserves, and cautioned against thinking of reserves as replacements for regular officers (D. W. Herbert, personal communication, February 18, 1992). Reserves were to be thought of as an added dimension, a

"force-multiplier" to law enforcement, not as cheap substitutes for regular officers.

#### Utilization of Reserves

##### Patrol

Reserve officers performed a variety of duties, such as patrol, investigations, narcotics, and special operations. Most police departments used reserves as uniformed patrol officers, as this was the primary focus of departments and constituted the bulk of their manpower. Also, in keeping with the rationale of using reserves to augment regular police officers, patrol was the logical place to utilize reserves as it was the most basic and utilized law enforcement function.

Using reserves in patrol duties accomplished many things. A reserve officer riding with a regular officer allowed one unit to handle a two-man call immediately, without having to wait for backup. Also, reserve officers put more officers on the road and increased the department's visibility. Finally, reserve officers could be tasked to handle lower priority and follow-up calls (e.g., minor traffic accidents, calls for transport and assistance, and post-report interviews) to allow more experienced, senior officers to handle high priority calls, or situations that required greater knowledge or expertise (e.g., homicide, rape) (Deitch & Thompson, 1985).

State level agencies also used reserve officers, but primarily for traffic enforcement. Six states (Arizona, Connecticut, Florida, New Hampshire, New Mexico & Ohio) were found to have current reserve officer/trooper programs with as many as 300 officers (New Mexico

Mounted Patrol [NMMP]). Unique is one major respect, the NMMP was a separate agency under state law of the New Mexico State Police (NMSP), but subject to the same criteria. All others were reserve components of the regular branch of their state agency. Use of reserves at the state level was not as prevalent as that at the municipal level however (Weinblatt, 1991a).

### Specialized Functions

Along with the patrol function performed by reserves at the state and local level, reserves were used in more specialized areas of law enforcement. Investigation of criminal cases was one area opened up to reserve officers in both small and large departments. The use of reserve officers to investigate "low priority" cases was another case of "freeing-up" regular officers to use them on more serious, time sensitive cases. Also, especially in some smaller, low budget departments, reserve officers could have served as the "experts" the department could never have afforded. Reserve officers whose full-time professions were accounting, computer operations, or medicine were indispensable in investigating cases such as fraud, embezzlement, or those requiring forensic analysis that might have otherwise gone undone (Weinblatt, 1991c).

Reserves also performed duties in narcotics and special operations units. The primary uses of reserves in narcotics enforcement were as high visibility patrol, uniformed back up, or prisoner transport after a raid. Some departments used reserves in undercover buys (Harris County, Texas) (Weinblatt, 1991d), or as drug recognition experts

(Los Angeles Police Department) (Weinblatt, 1991b). However, this was the exception rather than the rule. Special operations was an area in which reserves were used, but in rare instances. The cost, time, and legal issues involved in using a reserve officer as a member of a special weapons and tactics (SWAT) or hostage negotiation/rescue team seemed to be too much for all but the largest departments to bear.

Reserves were found in all areas of police work, but predominantly in uniformed patrol. Using reserves in functions such as investigations and narcotics was possible, but only with strong commitment by both the reserve officer and the department he worked for. Based on the premise of providing increased manpower for police departments at a decreased cost, reserves performed superbly. Reserve officers with additional, specialized training were even more valuable to their department than as a patrol officer. However, allowances needed to be provided for recoupment of the investment made by departments (if department funded) in specialized training for reserves.

#### Advantages and Disadvantages

The concept of using reserve officers had many advantages and few disadvantages. The primary advantage of reserve officer programs were in terms of budget and manpower (Deitch & Thompson, 1985). Reserves cost far less to equip and train than did regular officers, especially in situations where officers purchased some or all of their equipment and/or uniforms. Training costs were normally minimal, as reserve officers were trained in-house by officers of the department for which they worked.

Increased manpower was an equally important and often cited advantage of using reserve officers. Second officers in cars and reserve officers who could patrol alone increased the number of officers on duty, increased police visibility, decreased the areas of responsibility of patrol officers, and decreased their response times to calls. Reserve officer programs also provided a trained and ready pool of volunteers that could be utilized in times of emergency or disaster (Greensboro [NC] Police Department, 1986).

Very few disadvantages in the use of reserve officers were found. Most disadvantages pertaining to the use of reserves originated in the departments themselves. Maintaining reserve officer programs but using the officers for menial duties and assignments only served to alienate reserves from the regular component of a department. Departments that did not train their reserves to a standard approximating that of regular officers, or did not have a detailed plan for their use and structured operation brought problems on themselves. Fault could not be found with most of the reserve programs studied. Problems with reserve programs usually stemmed from pre-existing departmental problems.

## Survey of Research Conducted

### Methodology

Empirical research was done on the concept of reserve police officers to gain current information and first-hand knowledge of the subject. Surveys and interviews were done to assess the use of reserve officer programs primarily in South Carolina, but also in three other states.

Data for this study were collected from 21 law enforcement agencies (15 county and municipal agencies within South Carolina, and one state and five county and municipal agencies from out of state), and two state standards and training commissions. Interviews were conducted with members of the surveyed agencies and commissions, and with the president of a clearinghouse for information on reserve law enforcement programs. Observations of department functions and activities were also made by the author during a series of ride-alongs with the Columbia Police Department.

### Surveys

Surveys were sent to 54 departments that had reserve officer programs. All South Carolina departments with 20 or more regular officers that had a reserve officer program were surveyed. 45 departments in South Carolina were contacted with 15 responses received (33% response rate), and nine out of state police departments were contacted with six responses received (66% response rate). Follow-up calls were made to a number of departments that did not



respond, but yielded few results. Tabulated results are shown on pages 15-17.

The quality of responses varied greatly, with some departments not completely answering questions or providing specifics, while others provided volumes of additional reference material. One indication as to the level of standards of a department with a reserve officer program was in the quality of information provided. Out of state agencies proved to be the greatest source of information as their responses were detailed and thorough, and accompanied by long narratives and reference information. South Carolina departments answered the questions presented, but few went beyond the survey instrument to provide additional information.

The surveys indicated a consensus among departments in the areas of policy, uniforms, equipment, and weapons. All departments required their reserves to adhere to the policies and procedures that governed their regular officers. Some agencies maintained separate policies on the operation and organization of their reserve force separate from that of the regular department, but these were administrative in nature and covered areas such as assignment and uniform policies.

Most departments provided uniforms and equipment to their reserve officers at department expense. The only difference in uniforms worn by reserve and regular officers in most departments was that a rocker patch was worn along with the department patch, signifying the officer as a reserve, and/or issuing a different series of badges to reserve officers (i.e., using an "R" before or after the badge number or starting the

reserves badge numbers in a series different from that issued to regular officers). Only two departments (Georgetown County [SC] Sheriff's Department, and the Greensboro [NC] Police Department) issued completely different uniforms to their reserve officers. All departments allowed their reserve officers to carry firearms while on duty, although not all departments paid for them.

Although each department had a unique reserve program as far as its specific operation, all were similar in aspects of recruitment, education, training, and basic utilization of reserve officers. However, one major difference was evidenced by the survey results. The quality of reserve programs was in direct proportion to the minimum standards and qualifications required by the state. California and North Carolina had extremely high standards of qualification and training, while South Carolina's were minimal and rudimentary. This lack of exacting standards did not reflect poorly on individual departments, but on the concept of reserves as they were viewed and used in South Carolina, and the standards that governed their training as promulgated by state law.

**Table 1****Basic Information on Reserve Officer Programs Surveyed**

<b>Department Name</b>	<b>Number of Regular Officers</b>	<b>Number of Reserve Officers</b>	<b>Length of Program in Operation</b>
Anderson County Sheriffs Department	87	9	3 1/2 years
Charlotte (NC) Police Department	843	57	51 years
Chester County Sheriffs Department	26	8	19 years
Clemson Police Department	22	5	10 years
Darlington County Sheriffs Department	39	12	16 years
Easley Police Department	27	2	3 years
Florence Police Department	69	1	20 years
Florida Highway Patrol	1,650	10	4 years
Gaffney Police Department	24	9	24 years
Georgetown County Sheriffs Department	36	25	30 years
Greensboro (NC) Police Department	433	29	39 years
Greenville Police Department	160	15	17 years
High Point (NC) Police Department	176	17	25 years
Lancaster County Sheriffs Department	39	10	20 years
Lexington County Sheriffs Department	138	15	11 years
Los Angeles (CA) Police Department	8,200	782	51 years
N. Myrtle Beach Police Department	47	18	24 years
San Diego County (CA) Sheriffs Department	1532	322	50 years
Summerville Police Department	38	10	8 years
Sumter Police Department	72	11	36 years
Sumter County Sheriffs Department	69	21	19 years

**Table 2****Duties Performed, Work Status, and Firearms Information**

<b>Department Name</b>	<b>Duties Performed</b>	<b>Reserves Work Alone</b>	<b>Reserves Carry Weapons</b>
Anderson County. Sheriffs Department	Patrol	Yes	Yes
Charlotte (NC) Police Department	All	Yes	Yes
Chester County Sheriffs Department	All	No	Yes
Clemson Police Department	Patrol	Yes	Yes
Darlington County Sheriffs Department	Narcotics & Patrol	No	Yes
Easley Police Department	Patrol	Yes	Yes
Florence Police Department	Patrol	No	Yes
Florida Highway Patrol	Traffic	Yes	Yes
Gaffney Police Department	Patrol	Yes	Yes
Georgetown County Sheriffs Department	All	No	Yes
Greensboro (NC) Police Department	All	Yes	Yes
Greenville Police Department	Patrol	No	Yes
High Point (NC) Police Department	Patrol	Yes	Yes
Lancaster County Sheriffs Department	Patrol	Yes	Yes
Lexington County Sheriffs Department	Patrol	Yes	Yes
Los Angeles (CA) Police Department	All	Yes	Yes
N.Myrtle Beach Police Department	Patrol	No	Yes
San Diego County (CA) Sheriffs Department	All	Yes	Yes-Based On Duties
Summerville Police Department	Patrol	Yes	Yes
Sumter Police Department	Patrol	No	Yes
Sumter County Sheriffs Department	Patrol	Yes	Yes

Table 3

## Supply of Uniforms, Equipment, and Firearms

Department Name	Who Supplies Equipment?	Who Supplies Uniform?	Who Supplies Weapon?
Anderson County Sheriffs Department	Department	Department	Officer
Charlotte (NC) Police Department	Department	Department	Department
Chester County Sheriffs Department	Department	Department	Department/ Officer
Clemson Police Department	Department	Department	Department
Darlington County Sheriffs Department	Officer	Department	Officer
Easley Police Department	Department	Department	Department
Florence Police Department	Department	Department	Officer
Florida Highway Patrol	Department	Department	Department
Gaffney Police Department	Department	Department	Department
Georgetown County Sheriffs Department	Officer	Department	Officer
Greensboro (NC) Police Department	Department	Department	Department
Greenville Police Department	Department	Department	Department
High Point (NC) Police Department	Department	Department	Department
Lancaster County Sheriffs Department	Department	Department	Officer
Lexington County Sheriffs Department	Department	Department	Department
Los Angeles (CA) Police Department	Department	Department	Department
N.Myrtle Beach Police Department	Department	Department	Department
San Diego County (CA) Sheriffs Department	Officer	Officer	Officer
Summerville Police Department	Department	Department	Department
Sumter Police Department	Officer	Department	Officer
Sumter County Sheriffs Department	Department	Department	Department

### Interviews

Interviews were conducted by the author with a number of police officers responsible for reserve officer programs. All persons interviewed expressed strong support for the concept and operation of reserve officer programs. Officers agreed that the role of reserve officers was to supplement, not replace, regular officers, and that with proper training, evaluation, and accountability, reserve officers could progress to the point of being able to perform duties on their own.

Among larger departments, it seemed that standardization and training were emphasized, while among the smaller departments, getting more manpower on the streets was the primary concern. Although most South Carolina officers recognized the importance of well trained reserves, they felt that the 60 hours required by state law were adequate.

Interviews were done to supplement the information received from departments through surveys and additional information provided. Individual viewpoints and opinions were too numerous to list, but can be found in the surveys themselves (see Annex A), and additional information provided (See Annex D).

### Observations

Observations of the functions and activities of the Columbia Police Department were made by the author to gain a better understanding of the possible utilization of reserve officers. These observations totaled approximately 60 hours and were done during July to August 1991, and April 1992. They consisted of riding along with patrol officers during their regular shifts and observing calls responded to, officer actions, and

general operations, with an eye toward how or if reserve officers could function in similar circumstances.

Reference to specific observations is difficult, as no one action or response stands out as being the "best" way in which to use reserve officers. Observations cannot be cited as references, or as the genesis of any one idea or concept in this portfolio, but were indispensable in evaluating options to be considered when making recommendations.

## Implementation

### Purpose

As stated in the abstract, the purpose of this portfolio was to consider the background information and research conducted in order to develop an appropriate reserve officer program for the Columbia Police Department to implement. The use of fully trained, empowered, and certified reserve police officers is recommended for the Columbia Police Department. This recommendation is supported by research done on reserve officer programs as detailed in previous sections. This portfolio provides a conceptual framework and process of implementation tailored to the Columbia Police Department based on its structure, functions, and operations. The enactment of a reserve officer program is at the discretion of the chief of police, and it is recommended that this portfolio be implemented as submitted.

### Operation

#### Mission Statement.

The mission of the reserve officer program is to provide effective law enforcement services to the citizens of Columbia through increased manpower and support to the Columbia Police Department during both day to day operations, and in the event of a major emergency or disaster.

#### Duties and Responsibilities

Reserve officers will only perform duties for which they have been specifically trained and certified. Reserve officers will be assigned duties with a certified officer at all times, unless they have completed Level II training and are certified to work alone. Officers will primarily be



assigned to the operations division as patrol officers, but may be assigned to other divisions or sections of the department with the approval of the chief of police.

Reserve officers will be required to perform 20 hours of duty per month, 16 of which must be on patrol or in the function of the division or section to which they are assigned. Officers may volunteer and be requested to work additional hours. Reserve officers cannot be ordered to perform additional duty except under two circumstances: (a) remedial training is required as a condition for continuance as a reserve officer, as approved by the district commander; and (b) during any city, state, or federal emergency declared by competent, legal authority.

Reserve officers will perform all duties required of regular officers assigned to the operations division, and will be responsible for maintaining the standards of the City of Columbia and the Columbia Police Department. All reserve officers will be expected to be familiar with, and comply with all provisions detailed in the Policy and Procedures Manual of the Columbia Police Department, and any attachments, supplements, or changes. Officers will also be required to abide by all applicable federal, state, county, and municipal laws, statutes, ordinances, and directives. Division, section, and individual supervisor procedures will vary, but are applicable to reserve officers. Failure to maintain standards or comply with the guidelines stated above may be grounds for discipline, remedial training, dismissal, and criminal prosecution.

Reserve officers will have full police powers (to include arrest) while on duty, and will carry department approved firearms. However, reserve officers relinquish their authority at the end of each duty shift and have no police powers or authorization to carry firearms off-duty. Reserve officers have no more authority off-duty than that of the average citizen. One clarification to this policy is that officers travelling to and from duty are allowed to wear their uniforms and weapon, but only for the time it takes them to travel to their duty location. That is, no lengthy personal stops (e.g., shopping) are allowed, but short convenience stops (e.g., getting gas) are allowed.

#### Chain of Command

Reserve officers will normally be assigned within the operations division. Patrol officers will be assigned to a district shift sergeant who will be their supervisor. Officers assigned to other divisions or sections will be assigned a supervisor by the head of that respective division or section. The chain of command will be the same as that already in place within the department and will be followed by regular officers. The reserve coordinator will not be in the chain of command and will have no authority over reserve or regular officers.

#### Legal Considerations

Legal considerations presented are for information only, and should not be considered binding in any way. South Carolina Code 23-28 specifies legal aspects of reserve officer programs. This section details most of the information needed to consider the legal ramifications of a reserve program, and also includes cross references for pertinent

materials. However, this section is not the only legal reference to reserve programs, and should not be considered as the sole document to base legal decisions by.

The main legal concerns regarding reserve officers dealt with liability. Bonding of officers in the amount of \$1,500 was required by SC Code 23-28, but common practice and consensus were that group liability insurance or the self-insured liability fund of the city or department were used in lieu of the bond. Although not employees, reserves were considered to be representing the city and/or department with approval, therefore liability coverage was the responsibility of the city or police department. However, department liability would tend to be limited in cases where a reserve officer acted off-duty, against the policies and procedures of the department, or in a criminal manner.

Workers' compensation protection was also handled in the same manner as liability coverage, in that SC Code 23-28 treated reserve officers as regular officers in cases of duty-related injury or death. A main consideration in workers' compensation was line of duty determinations. A strict procedure should be established to follow when a reserve officer is injured or killed, to determine whether injury or death was duty related, and if so, the level of responsibility and pecuniary liability of the city or department.

## Staffing

### Recruitment

Recruitment of potential reserve police officers should be done in accordance with department recruiting efforts geared toward regular officers. Recruitment through word of mouth by current regular officers, should be the primary focus of recruiting activities. The selection pool for reserve officers should approximate the one used for regular officers, therefore the same recruiting process and technique should be followed.

As shown in the research conducted, word of mouth recruiting was the most prevalent type used. Also, its effectiveness could be considered somewhat better than recruitment of the general public through media sources, as regular officers would tend to recommend only the persons they felt were suitable for police work. Candidates applying for positions as regular police officers usually fared better when one of their references was a current officer.

Media recruitment is not recommended for the Columbia Police Department at this time, as the initial group of reserve officers will determine the success and future viability of the program. This first group should be highly recommended and thoroughly screened. Media recruitment would only increase the number of potential applicants, diluting the average skill level of applicants, and requiring more man-hours on the part of the department to interview and conduct background checks of these applicants.

Also, media recruiting was a tool used by only four of the departments in South Carolina surveyed, but by four of the six out of state agencies. This was probably due to the size of the departments, as all of the South Carolina departments surveyed had less than 160 regular officers and no more than 25 regular officers, while the four out of state departments that used advertisements started at 433 regular and 29 reserve officers. Los Angeles and San Diego had aggressive media recruitment campaigns, but the size of each department (8,200 regular/782 reserves, and 1,532 regular/322 reserves, respectively) necessitated recruitment through general media advertisements. At present, the size of the Columbia Police Department and potential size of a reserve officer program do not justify media recruitment. However, increased manpower, broader jurisdiction through annexation, or consolidation into a metropolitan police department might bring a need for recruitment of reserve officers through media advertisements.

Another source of potential recruits was applicants for regular officer positions who met all hiring requirements, but may not have placed high enough in the rankings for immediate employment, or those applicants that did, but were on a waiting list pending available budget money for hiring. Use of potential regular officers as reserves would serve the purposes of screening the prospective officers even further, and allow them to build their experience and "test the waters" without the department incurring any salary costs (J. F. Hoyng, personal communication, February 11, 1992). Such a situation would be beneficial to the department as well.

### Selection

Selection of reserve police officers will also be in keeping with the process used for regular officers. Once an application (see Appendix A) is turned in by a prospective reserve officer, the selection process can begin. Information provided by the applicant will be used by the personnel sergeant in processing the application.

The first step of the process will be to conduct a background check of the applicant. A criminal records check will be done by the department through the National Crime Information Center (NCIC) to verify that the applicant has no previous criminal record. Prior felony arrests or convictions will be reasons for immediate rejection of an applicant. However, misdemeanor and traffic offenses will be considered on an individual basis. Along with the NCIC check, a verification of an applicant's criminal history will be made via a fingerprint check through the State Law Enforcement Division (SLED) and the Federal Bureau of Investigation (FBI). Finally, a driver's record check will be done to assess the applicant's driving skill and identify any potential problems. A check of the applicant's financial, educational, and military history (if applicable) will also be done (Wright, 1991).

The personnel sergeant will then conduct an interview with the applicant as an initial pre-screening process. This interview will be more of a dialogue to discuss the duties and responsibilities of a reserve officer with the applicant, and allow the applicant to explain his reasons for seeking appointment and ask any questions he might have about the program or the application selection process.

A "pre-polygraph" survey will be done by the applicant to determine motivations, objectivity, and any disqualifying traits (e.g., dishonesty, theft, or physical violence). Concluding this survey will be a personal information section in which the applicant will have to give a short description of their personal background. This written section is intended to verify data received from the applicant and his background check, and also examine the applicants basic writing skills (J. R. Tate, personal communication, March 26, 1992).

The next step will be an oral assessment board. This board will be comprised of three members of the department consisting of at least one lieutenant, and two other experienced officers chosen at the discretion of the chief of police. The personnel sergeant will sit in on each board as a recorder/observer. This board will present a fair representation of the department by gender, race, and knowledge and experience in order to render an objective assessment of each candidate. The interview will last no more than 30 minutes, and will consist of a short presentation by the applicant on his background and reasons for seeking appointment, and questions and scenarios presented to the applicant by the board members (J. R. Tate, personal communication, April 3, 1992). The purpose of this board is to assess the applicant's desire and motivation, oral skills, demeanor, and problem-solving abilities. Board members will rate each applicant on a scale of 1-10, with notes being annotated on areas in which the applicant excelled or fell below expected standards.

In order to determine and examine any latent tendencies not evidenced by the applicant, polygraph and psychological screenings will be conducted. The polygraph will be administered to the applicant by a certified polygraph operator of the department. A psychologist on contract to the city will administer a psychological exam to the applicant using the Law Enforcement Assessment and Development Report (LEADER) type of standardized test. All results will be confidential, and subject to review only by the personnel sergeant and the chief of police. Results will be maintained in a confidential file maintained by the Internal Affairs Division during the period of a reserve officer's service.

The final objective review of the applicant will then be made by the personnel sergeant and the chief of police. The personnel sergeant will assemble all data to this point and present it to the chief of police for review. The final approval or disapproval authority in selecting applicants for appointment as reserve officers rests with the chief of police. The chief of police will make his selections known to the personnel sergeant, who will notify the applicants and schedule them for the final phase of the selection process. Applicants who have been selected for appointment will be required to undergo and pass a physical (done by contract with Doctor's Care) and a drug screening test (done by the South Carolina Department of Health and Environmental Control). Applicants who pass both the physical and drug screening test will formally be offered appointment as a reserve officer.



### Training

The training of reserves officers will be done by the Columbia Police Department and in accordance with South Carolina Code 23-28, but will exceed the standards promulgated by this section. Reserves officers will be trained in the same manner as regular officers. However, reserve officer training will have to be accomplished over a longer period of time, and in a somewhat abbreviated form compared to that given to regular officers.

Two options are presented on the training (and subsequent use) of reserve officers. Option one provides for 165 hours of basic law enforcement training to enable a reserve officer to carry a firearm and perform duties while working with, and under the direct supervision of, a state certified regular officer. This option does not allow reserve officers to perform duties alone, only while as the second man in a two-man unit. Option two provides for 192 additional hours of advanced law enforcement training to enable a reserve officer to be granted full police powers while on duty and the ability to work alone.

Level I and Level II training will be conducted by certified regular officers of the department (as well as from state and county agencies), federal agents, local attorney's, and persons whose experience in a given field qualifies them to instruct (e.g., CPR, first aid). Training will be conducted in one-hour blocks for a total of 16 hours per week in a period not to exceed 16 weeks. It is recommended that the training be conducted for four hours per night for two weeknights, and eight hours on

the Saturday of that training week. Training schedules for Level I and II training can be found in Appendixes B and C.

On the job training (henceforth referred to as "field training") is an important and necessary component of any police department's training program for regular or reserve officers (Molden, 1991). Field training serves to reinforce and supplement the classroom knowledge gained by an officer, while also validating his selection. Field training officers (FTOs) are regular officers who have demonstrated superior performance, and have the experience and ability to pass their knowledge on to others and evaluate a new officer's skills. A field training program will also be used in the reserve officer program.

Field training of reserve officers will be carried out as it is for regular officers, but over a longer period of time. Field training of Level I officers will be 480 hours (the same of that required by regular officers) to be completed concurrently with the required minimum of 20 hours of duty per month, at least 16 of which must be on patrol with an FTO. Officers may work more than 20 hours per month, but only those hours served on patrol with an FTO will count toward the 480 hour total. Duty time performed on event security, traffic control, or related activities will count toward total service, but not toward field training hours.

Field training for Level II officers will be 80 hours in length, to be started upon completion of Level II training. However, this field training is not required for officers who complete Level II training immediately after Level I, or within the first 80 hours of their Level I field training program. If Level II training is started, but not completed prior to the 80 hour point of

Level I field training, the officer will have to complete his 480 hours of Level I field training, with an additional 80 hours of Level II field training.

The topics for Level I and Level II training were culled from the training for reserve officers as set forth in SC Code 23-28, the South Carolina Reserve Officer Instructor Training Manual (South Carolina Criminal Justice Academy [SCCJA], 1990), the basic class curriculum of the SCCJA, and the curriculum of the Columbia Police Department basic candidate school. Training hours approximate those given to regular officers and can be found in Appendixes D and E.

It must be noted that the training program set out in this portfolio exceeds that required by the state of South Carolina, which requires only 60 hours of classroom training for a reserve officer to ride alone as long as he is in "proximate contact [with the regular] full-time officer to whom he is assigned" (SC Code 23-28-20) (Appendix F shows training requirements for reserve officers by state). Also, there is no state requirement for a field training program for reserve officers.

The decision to let reserve officers perform duties on their own is up to the chief of police, but consideration must be given to the merits of the training program proposed. Under this program the basic training given to reserve officers who will ride with regular officers is almost three times that required by the state. Additionally, the reserve officer is also required to serve 480 hours under an FTO, complete an additional 192 hours of advanced law enforcement training, and perform an additional 80 hours of field training before he will be allowed to be assigned alone.

**Reserve Officer Program**  
**32**

Although reserve officers will not attend the SCCJA as their regular counterparts do, their training does compare favorably with that received by regular officers. A comparison of the training program currently used by the Columbia Police Department, and that proposed for reserve officers is illustrative.

**Table 4**

**Comparison of Regular and Reserve Officer Training Hours**

	<b>Initial Department Training</b>	<b>FTO Program</b>	<b>Duty Status</b>	<b>Additional Training</b>	<b>Advanced FTO Program</b>	<b>Duty Status</b>	<b>Total Training Hours</b>
Regular Officer	CPD Basic Candidate School:272 hours	480 hours	Patrol alone	SCCJA within one year: 329 hours	Not applicable	Patrol alone (state certified)	1081 hours
Reserve Officer	Level I Training:165 hours	480 hours	Patrol with regular officer	Level II Training: 192 hours	80 hours	Patrol alone	917 hours

Evaluation of the applicant's progress will be conducted both during the classroom and field training phases of training. The training sergeant will complete candidate training evaluations for every 32 hours of training based on the candidate's test scores, class participation, attitude, and other attributes. Those who do not receive favorable reports (3 consecutive or 4 total) will be recommended for dismissal.

FTOs will complete daily observation reports (DORs) on a reserve officer for every shift worked.(see Appendix G). Additionally, FTOs will complete standard city performance evaluations (see Appendix H) on reserve officers every 90 days during their field training. All documentation of training and evaluation during this period will be maintained by the training sergeant.

Reserves will serve a six month probationary period after they complete Level I field training. The department reserves the right to summarily dismiss any reserve officer during this probationary period.

Annual recurring training will be required of reserve officers once they complete their Level I field training. The training topics and method of instruction (e.g., classroom, video instruction, practical demonstration) will be at the discretion of the training sergeant, but will not be less than 16 hours per year. Specialized training offered at no cost to regular officers will also be offered to reserves. Training requiring department expenditure will not be offered to reserves, except when authorized by the chief of police.

### Controlling

The administration of a reserve officer program was seen to be both simple and highly complex based on the individual aspects of a particular program. The initial development and implementation of this program will be relatively simple, but increase in complexity over time. Two ways to increase accountability and control, and evaluate performance, were through the use of a reserve coordinator and individual performance evaluation.

#### Reserve Coordinator

The reserve coordinator will be a reserve officer selected by the district commander in charge of the reserve program. The function of the reserve coordinator will be solely administrative, and he will have no rank or authority over other reserve or regular officers. The reserve coordinator will serve as a point of contact for the reserve program and also as a conduit between reserve officers and department divisions and sections.

The reserve coordinator will have duties similar to that of a district administrative sergeant, but with no commensurate authority. The coordinator will perform duties such as maintaining reserve officer field training records for the training sergeant, and documenting the duty hours of reserve officers. He will also schedule all time off requested by reserve officers through the appropriate shift sergeant. Supply requests will also be handled by the reserve coordinator.

This position is intended to streamline the lines of communication between the department at large and the reserve officers, especially in areas relating only to reserve officers. Instead of having to notify 10-15 reserve officers of a tasking or a change in policy, the district commander can notify only the reserve coordinator. The reserve coordinator will also be required to work a minimum of 20 hours per month, but four of these hours will be allocated to perform his administrative duties.

**Performance Evaluation**

Performance evaluations will be conducted on each officer while he is in the field training program (referred to in the training section, see pp 29-33), and after he has completed it. Evaluations will be conducted in accordance with city and departmental guidelines by the district sergeant to whom the reserve officer is assigned. An evaluation will be done on each reserve officer annually, beginning with the date he completes his field training program. Special evaluations may be done on a reserve officer at the discretion of the district sergeant, or any superior officer in his chain of command as needed, pursuant to city and department policy on special performance evaluations. (A performance evaluation form can be found in Appendix H.)

## Resources

### Budget

The budget required for a reserve officer program will be quite small in terms of operating and capital expenses, but very large in terms of indirect personnel costs as a result of man-hours used to conduct training. Reserve officers will not be paid salaries, so the budget costs associated with this program will be fixed per reserve officer. The only expenditures the department will have to make will be during the selection and training processes, and for the equipment necessary to outfit a reserve officer.

Operating expenses will be minimal, as the department will only pay for individual equipment, while the officer will pay for his uniforms and weapon. Other operating costs the department will incur will be increased utilities costs, increased payment to the self-insured liability fund, and increased ammunition and fuels expenditures. These expenses will not be continuous, as they will only be applicable to each reserve officer class that is trained. Also, these other costs cannot be estimated based on differing rates for each type of expense based on time of year, condition, etc. Direct operating expenses can be found in Appendix I.

The reserve officer program will not require any capital assets not already in place within the department, so no capital expenditures will be necessary. However, a floating operational expense will be incurred by the department for uniforms and equipment for each reserve officer appointed. This cost will be front-loaded as the department will purchase



all uniforms, equipment items, and firearms for reserve officers. Upon completion of training and appointment as a reserve officer, the officer will reimburse the department for his uniforms and firearm, leaving only the cost of equipment as an expense to the department.

The largest expense to the department will be the indirect costs associated with training reserve officers. Although officers are paid based on a standard work week and are required to be present during their scheduled hours, their assignment during these hours is based on the needs of the department. Therefore, man-hours could be allocated from present duties to basic reserve officer candidate training with no increase in salary costs. However, such man-hours need to be detailed and accounted for purposes of cost analysis. Indirect personnel costs for training are shown in Appendix J.

#### Uniforms and Equipment

Uniforms worn by reserve officers will be the same as those worn by regular officers, and paid for by each officer. Each officer will require a minimum amount of clothing as shown in Appendix K, but may purchase more as necessary, up to a maximum of six sets. Upkeep and maintenance of uniforms is the responsibility of each officer, and the department incurs no expenses for drycleaning. All uniform items will remain the property of the officer, with the exception of the badge and department uniform patches, which will be turned in at the time of resignation or dismissal.

Equipment will be the same as that issued to regular officers, and will be paid for by the department and issued to each reserve officer.

## **Reserve Officer Program**

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Reserve officers will be held accountable for the maintenance and serviceability of their equipment. Lost or damaged equipment is the responsibility of each officer, who will reimburse the department for such lost or damaged items. Issued equipment will also be turned in at the time of an officer's resignation or dismissal. A listing of equipment issued to each reserve officer is shown in Appendix L. Firearms will be paid for by each officer and will remain their property upon resignation or dismissal.

### Implications for Further Study/Conclusion

Implementing a reserve officer program will require a commitment on the part of the Columbia Police Department to make such a program successful. Serious consideration should be given to all aspects of this portfolio, especially training, budget, and legal requirements. Man-hours and department funds will be required to initiate a reserve officer program, but the program will be cost-effective, and even return an indirect profit to the department through the additional hours worked by reserves without salary.

Accreditation is another area which must be looked at in detail. As the Columbia Police Department is pursuing accreditation, the implementation of a reserve officer program needs to be examined in accordance with the accreditation standards set up by CALEA. The program for Level I does meet CALEA standards, as the training received by officers is at least (and exceeds) the minimum required by the state of South Carolina, and Level I officers will not be allowed to work alone (R.T. Ingles, personal communication, April 16, 1992).

However, Level II training's compliance with CALEA's standards needs further review by Columbia Police Department officials and CALEA assessors. Specifically, if CALEA recognizes the SCCJA standards and training hours as the goal to be met for reserve officers to work alone, then Level II training as set up in the portfolio will meet this standard. However, if CALEA recognized the SCCJA standards and training hours and the Columbia Police Department Basic Candidate School as a combined goal (over 600 hours of training), then Level II as

described will fall short. The officer responsible for accreditation matters in the Columbia Police Department should work with CALEA assessors prior to implementing a reserve program.

The concept behind using reserve officers was borne out by the research conducted, and deserves serious consideration by the Columbia Police Department. This portfolio has laid out the guidelines for such a program, and with some additional work by members of the Columbia Police Department, and a commitment to the program's success, the Columbia Police Department will implement a reserve officer program that will be a model for other departments to follow.

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**Appendix A**



CITY OF COLUMBIA  
SOUTH CAROLINA

NOTICE TO POLICE OFFICER, POLICE CADET, AND FIREFIGHTER APPLICANTS.

APPLICATION PROCEDURES:

THE APPLICATION IS AN AUTOMATIC CARBON FORM. Do not put the page 1 and page 2 on top of each other or under other papers as you complete them.

COMPLETE MAILING ADDRESSES INCLUDING ZIP CODES ARE REQUIRED FOR ALL JOBS LISTED ON YOUR APPLICATION. All time from school to the present must be shown on your application or continuation sheet.

When you return you completed application, you must bring the ORIGINAL OR A CERTIFIED COPY of your BIRTH CERTIFICATE (issued by the state where you were born), HIGH SCHOOL DIPLOMA OR G.E.D., DRIVERS LICENSE, LONG FORM DD214 (for ex-military personnel) and SOCIAL SECURITY CARD. POLICE APPLICANTS ARE REQUIRED TO SUBMIT A CURRENT CREDIT REPORT FROM A LOCAL CREDIT BUREAU.

YOU MAY RETURN YOUR COMPLETED APPLICATION PACKAGE TO THE EMPLOYMENT OFFICE ANYTIME FROM 8:30 A.M. to 4:00 P.M., MONDAY THROUGH FRIDAY.

NO INCOMPLETE APPLICATION PACKAGES WILL BE ACCEPTED.



STARTING SALARY FOR POLICE OFFICER	Per Year
No experience	\$20,168
Out-of-state certification and at least 1 year experience	\$20,668
Associate Degree in Criminal Justice	\$20,668
S.C.C.J.A. Certification and at least 1 year experience	\$21,700
Bachelors Degree	\$21,700

REQUIREMENTS FOR POLICE OFFICER  
 COLUMBIA POLICE DEPARTMENT  
 COLUMBIA, SOUTH CAROLINA

1. Age: Must be twenty-one (21) or older.
2. The following documents must be submitted with Police Officer the application:

BIRTH CERTIFICATE  
 SOUTH CAROLINA OR OTHER VALID DRIVERS LICENSE  
 HIGH SCHOOL DIPLOMA OR STATE GED CERTIFICATE  
 SOCIAL SECURITY CARD  
 DD FORM 214 (For Ex-military Personnel)  
 DEGREE (If a college graduate)  
 CURRENT CREDIT REPORT FROM LOCAL CREDIT BUREAU

Copies will be made of the above documents at the time application is turned in. The original documents will be returned to you.

3. Preliminary background investigation will be done by the Columbia Police Department and you will be contacted by the Personnel Sergeant.
4. A physical examination will not be given until requested by the Police Department. Applicants must be in excellent health and physical condition.
5. Applicants must have a good job history, be of good character and temperate in habits. An investigation will be conducted by the Personnel Department and the Columbia Police Department.
6. A complete job history is required. If you have had over four (4) jobs, please ask for a job continuation sheet.
7. Applications will be kept in an active status for 6 months from date of application. Applicant may continue to keep application active for an additional 6 months by contacting the City Employment Office.
8. All Police Officers must live, or move to, within 15 miles of the State Capitol Building.

Return completed application in person to: **EMPLOYMENT OFFICE**  
**CITY HALL**  
**1737 MAIN STREET**  
**COLUMBIA, SC 29201**  
**PHONE: (803) 733-8268**

**EQUAL OPPORTUNITY EMPLOYER M/F**

**APPLICATION FOR EMPLOYMENT  
CITY OF COLUMBIA, S.C.**

Page 1 of 2

In compliance with Federal and State equal employment opportunity laws, qualified applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, marital status, or the presence of a non-job-related medical condition or handicap.

**Return To:** Employment Office, P.O. Box 147, Columbia, S.C. 29217

**Position(s) Applied For:** \_\_\_\_\_ **Date of Application:** \_\_\_\_\_

**NAME** \_\_\_\_\_ **Social Security #** \_\_\_\_\_  
Last First Middle

**PRESENT ADDRESS:** \_\_\_\_\_  
No. Street City State Zip Code

**Telephone No. (H)** \_\_\_\_\_ **(W)** \_\_\_\_\_ **Are You Age 18 or Older?** Yes ☐ No ☐

**PREVIOUS ADDRESS:** \_\_\_\_\_  
No. Street City State Zip Code

**Do You Have a Valid Driver's License?** Yes ☐ No ☐ **State** \_\_\_\_\_ **Lic.#** \_\_\_\_\_ **Class** \_\_\_\_\_

**Has your driver's license ever been suspended?** Yes ☐ No ☐ **If Yes, give date and reason** \_\_\_\_\_

**Have You Worked for the City of Columbia Before?** Yes ☐ No ☐ **If Yes, From** \_\_\_\_\_ **To** \_\_\_\_\_ **Where?** \_\_\_\_\_  
Mo/Yr Mo/Yr

**Do You Have Relatives Working for the City:** Yes ☐ No ☐ \_\_\_\_\_  
(Names, Relationships, City Division)

**How did you learn about this opening?** \_\_\_\_\_

**List any equipment, machine, or other skills, qualifications, etc., related to the position(s) for which you are applying:**

**Work hours preferred:** Full time ☐ Part time ☐ **Do you type?** Yes ☐ No ☐ **WPM** \_\_\_\_\_

**Have you ever been convicted of a crime, other than minor traffic offenses?** Yes ☐ No ☐ **If Yes, describe in full**

**NOTICE: FAILURE TO DISCLOSE ALL CONVICTIONS ON YOUR APPLICATION MAY RESULT IN REFUSAL OF EMPLOYMENT. The nature of any criminal conviction will be considered in relation to any jobs for which you are applying and will not necessarily keep you from being hired.**

**EMPLOYMENT RECORD (List in reverse order, last or present employer first. If you need more space, please ask for a continuations sheet.) ACCOUNT FOR ALL TIME IN THE PAST TEN YEARS OR SINCE SCHOOL.**

**Name of Employer** \_\_\_\_\_

**Address** \_\_\_\_\_  
Street City State Zip Code

**Position** \_\_\_\_\_ **Duties** \_\_\_\_\_

**Salary** \_\_\_\_\_ **Per** \_\_\_\_\_ **Employed From** \_\_\_\_\_ **To** \_\_\_\_\_ **Supervisor** \_\_\_\_\_  
Starting Final Mo/Yr Mo/Yr

**Reason For Leaving:** \_\_\_\_\_

**Name of Employer** \_\_\_\_\_

**Address** \_\_\_\_\_  
Street City State Zip Code

**Position** \_\_\_\_\_ **Duties** \_\_\_\_\_

**Salary** \_\_\_\_\_ **Per** \_\_\_\_\_ **Employed From** \_\_\_\_\_ **To** \_\_\_\_\_ **Supervisor** \_\_\_\_\_  
Starting Final Mo/Yr Mo/Yr

**Reason For Leaving:** \_\_\_\_\_

Name of Employer \_\_\_\_\_

Address \_\_\_\_\_  
Street City State Zip Code

Position \_\_\_\_\_ Duties \_\_\_\_\_

Salary Starting Final Per \_\_\_\_\_ Employed From \_\_\_\_\_ To \_\_\_\_\_ Supervisor \_\_\_\_\_  
Mo/Yr Mo/Yr

Reason For Leaving: \_\_\_\_\_

Name of Employer \_\_\_\_\_

Address \_\_\_\_\_  
Street City State Zip Code

Position \_\_\_\_\_ Duties \_\_\_\_\_

Salary Starting Final Per \_\_\_\_\_ Employed From \_\_\_\_\_ To \_\_\_\_\_ Supervisor \_\_\_\_\_  
Mo/Yr Mo/Yr

Reason For Leaving: \_\_\_\_\_

## RECORD OF EDUCATION

TYPE OF SCHOOL	NAME OF SCHOOL CITY & STATE	DATES ATTENDED		GRADUATED	MAJOR AND DEGREE
		From	To		
GRAMMAR/GRADE					
HIGH SCHOOL				YES NO	Diploma <input type="checkbox"/> GED <input type="checkbox"/>
BUSINESS/TRADE				YES NO	
COLLEGE				YES NO	
POST GRADUATE				YES NO	
OTHER				YES NO	

## MILITARY SERVICE RECORD

Were you a member of the U.S. Armed Forces? Yes ☐ No ☐ If Yes, what branch? \_\_\_\_\_

Dates of Duty: From \_\_\_\_\_ To \_\_\_\_\_ Type of Discharge \_\_\_\_\_ Rank at Discharge \_\_\_\_\_

List duties in the service, including special training: \_\_\_\_\_

REFERENCES: List three personal references other than former employers or relatives:

Name & Occupation	Address	Phone Number
Name & Occupation	Address	Phone Number
Name & Occupation	Address	Phone Number

I hereby certify that the facts set forth in the above application are true and complete to the best of my knowledge. I understand that if employed, falsified statements on this application shall be considered sufficient cause for termination. You are hereby authorized to make any investigation of my personal employment, financial, educational or medical history and any other related matters as may be necessary in arriving at an employment decision. I hereby release employers, schools, or persons from all liability in responding to inquiries in connection with my application.

SIGNATURE OF APPLICANT \_\_\_\_\_

92PER01-B

**ATTACHMENT TO APPLICATION FOR EMPLOYMENT**

**To be completed by Police Department Applicants**

Have you ever been discharged or forced to resign from any work position?

( ) YES

( ) NO

If you answered YES give name and address of employers, date of your discharge or forced resignation and the reason for it below:

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Explain in your own handwriting why you are seeking the above position.

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SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

**MEDICAL CONSENT FORM**

I hereby acknowledge and agree that, prior to being accepted for employment by the City of Columbia, I shall be required to undergo a physical examination, by a physician selected by the City, to determine whether I am physically qualified to perform the duties of the position for which I am applying. I understand that during such examination I will be required to provide blood and urine samples under the observation of medical personnel employed by, or selected by, the City of Columbia, and that such samples may be used to determine whether controlled or illegal substances including, but not limited to, marijuana, cocaine and heroin are present in my body. By my signature below I consent to the examination and laboratory tests described and to the use by the City of Columbia of the results obtained from such examination and tests in determining my qualification for employment.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

**\*\*PLEASE SIGN ALL OF THE FOLLOWING RELEASE AUTHORIZATION FORMS\*\***

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**CITY OF COLUMBIA, S.C. RELEASE AUTHORIZATION FORM**

Authorization is hereby given to investigate my records with past employers, schools, activities, and FBI records and I hereby release all sources from all liability.

---

**SIGNATURE**

---

**DATE**

**\*\*PLEASE SIGN ALL OF THE ABOVE RELEASE AUTHORIZATION FORMS\*\***

**Appendix B**

# Level I Training-Week One

	Tuesday	Thursday		Saturday
1800-1900	Introduction and Inprocessing	Department Policy and Procedures	0800-0900	PT Pre-Test
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	No Class	"	1100-1200	Search and Seizure
			1200-1300	Lunch
			1300-1400	Search and Seizure
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level I Training-Week Two

	Tuesday	Thursday		Saturday
1800-1900	Liability	Ethics	0800-0900	Defensive Tactics
1900-2000	"	"	0900-1000	"
2000-2100	"	First Aid	1000-1100	"
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Defensive Tactics
			1400-1500	"
			1500-1600	"
			1600-1700	"



# Level I Training-Week Three

	Tuesday	Thursday		Saturday
1800-1900	Firearms Introduction	Firearms Training	0800-0900	Firearms Qualification
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Firearms Qualification
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level I Training-Week Four

	Tuesday	Thursday		Saturday
1800-1900	Firearms Training	Firearms Training	0800-0900	Firearms Training
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Firearms Qualification
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level I Training-Week Five

	Tuesday	Thursday		Saturday
1800-1900	Crime Scenes and Evidence	Crime Scenes and Evidence	0800-0900	Test
1900-2000	"	"	0900-1000	PT
2000-2100	"	"	1000-1100	Patrol-Traffic Stops
2100-2200	"	Use of Force	1100-1200	"
			1200-1300	Lunch
			1300-1400	Patrol-Felony Traffic Stops
			1400-1500	"
			1500-1600	Patrol-Felony Traffic Stops
			1600-1700	"

# Level I Training-Week Six

	Tuesday	Thursday		Saturday
1800-1900	Constitutional Law	Crisis Intervention and Domestic	0800-0900	Criminal Codes and City Ordinances
1900-2000	"	"	0900-1000	"
2000-2100	Report Writing	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Criminal Codes and City Ordinances
			1400-1500	"
			1500-1600	Stress Management
			1600-1700	"

# Level I Training-Week Seven

	Tuesday	Thursday		Saturday
1800-1900	Criminal Codes and City Ordinances	Criminal Codes and City Ordinances	0800-0900	Patrol Procedures
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	Radio Communication	No Class	1100-1200	"
			Lunch	
			1300-1400	Patrol Procedures
			1400-1500	"
			1500-1600	"
			1600-1700	PT

# Level I Training-Week Eight

	Tuesday	Thursday		Saturday
1800-1900	Test	Domestic Violence	0800-0900	Patrol Practicals
1900-2000	Patrol Practicals	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	Prisoner Control	"	1100-1200	"
			Lunch	
			1300-1400	Patrol Practicals
			1400-1500	"
			1500-1600	"
			1600-1700	PT

# Level I Training-Week Nine

	Tuesday	Thursday		Saturday
1800-1900	Test	PR-24	0800-0900	PR-24
1900-2000	PR-24	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	PR-24
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level I Training-Week Ten

	Tuesday	Thursday		Saturday
1800-1900	Test	Officer Survival	0800-0900	Arrest Procedures
1900-2000	Officer Survival	"	0900-1000	"
2000-2100	"	Narcotics	1000-1100	"
2100-2200	No Class	"	1100-1200	"
			Lunch	
			1300-1400	Handcuffing
			1400-1500	"
			1500-1600	"
			1600-1700	"



# Level I Training-Week Eleven

	Tuesday	Thursday		Saturday
1800-1900	Traffic Law	Human Communication	0800-0900	No Class
1900-2000	"	"	0900-1000	"
2000-2100	Traffic Direction	Juvenile Procedures	1000-1100	"
2100-2200	Traffic Control	"	1100-1200	"
			Lunch	
			1300-1400	No Class
			1400-1500	"
			1500-1600	"
			1600-1700	"

## Level 1 Training-Week Twelve

	Tuesday	Thursday		Saturday
1800-1900	Test	Graduation Practice	0800-0900	
1900-2000	No Class	Graduation	0900-1000	
2000-2100	"		1000-1100	"
2100-2200	"		1100-1200	"
			1200-1300	
			1300-1400	
			1400-1500	
			1500-1600	
			1600-1700	

## Appendix C

# Level II Training-Week One

	Tuesday	Thursday		Saturday
1800-1900	Introduction and Inprocessing	Liability	0800-0900	Traffic Law
1900-2000	Crime Scenes	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	Internal Affairs	"	1100-1200	Traffic Law
			1200-1300	Lunch
			1300-1400	Traffic Law
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Two

	Tuesday	Thursday		Saturday
1800-1900	City Traffic Codes	Citations	0800-0900	Accident Investigation
1900-2000	"	Other Police Agencies	0900-1000	"
2000-2100	"	ABC	1000-1100	"
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Accident Investigation
			1400-1500	"
			1500-1600	"
			1600-1700	"

### Level II Training-Week Three

	Tuesday	Thursday		Saturday
1800-1900	Accident Reports	Test	0800-0900	Legals
1900-2000	"	Narcotics	0900-1000	"
2000-2100	Interviews	"	1000-1100	"
2100-2200	"	Media Relations	1100-1200	"
			1200-1300	Lunch
			1300-1400	Legals
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Four

	Tuesday	Thursday		Saturday
1800-1900	Legals	Legals	0800-0900	Legals
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Legals
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Five

	Tuesday	Thursday		Saturday
1800-1900	Test	Search and Seizure	0800-0900	Patrol Techniques and Tactics
1900-2000	Radio Communication	"	0900-1000	"
2000-2100	Field Interviews	"	1000-1100	Tactical Approaches: Buildings
2100-2200	"	"	1100-1200	"
			1200-1300	Lunch
			1300-1400	Tactical Approaches: Pedestrians
			1400-1500	Sex Crimes
			1500-1600	"
			1600-1700	"



# Level II Training-Week Six

	Tuesday	Thursday		Saturday
1800-1900	Patrol: Traffic Stops	Patrol: Alarm Response	0800-0900	Patrol Practicals
1900-2000	"	"	0900-1000	"
2000-2100	Patrol: Felony Traffic Stops	Patrol: Crimes in Progress	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Patrol Practicals
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Seven

	Tuesday	Thursday		Saturday
1800-1900	Report Writing	Report Writing	0800-0900	Crisis Intervention and Domestic
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Crisis Intervention and Domestic
			1400-1500	"
			1500-1600	Child Abuse
			1600-1700	"

# Level II Training-Week Eight

	Tuesday	Thursday		Saturday
1800-1900	Test	First Aid	0800-0900	CPR
1900-2000	DUI	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	CPR
			1400-1500	"
			1500-1600	Crime Prevention
			1600-1700	"

# Level II Training-Week Nine

	Tuesday	Thursday		Saturday
1800-1900	DUI	Police-Community Relations	0800-0900	Driving Skills
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	No Class	"	1100-1200	"
			Lunch	
			1300-1400	Driving Skills
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Ten

	Tuesday	Thursday		Saturday
1800-1900	Juvenile Procedures	Juvenile Procedures	0800-0900	Driving Skills
1900-2000	"	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Driving Skills
			1400-1500	"
			1500-1600	"
			1600-1700	"

**Level II Training-Week Eleven**

	Tuesday	Thursday		Saturday
1800-1900	Juvenile Procedures	Courtroom: Criminal	0800-0900	Driving Skills
1900-2000	"	"	0900-1000	"
2000-2100	Courtroom: Traffic	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Driving Skills
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Twelve

	Tuesday	Thursday		Saturday
1800-1900	Test	Courtroom Practicals	0800-0900	Driving Skills
1900-2000	Courtroom Practicals	"	0900-1000	"
2000-2100	"	"	1000-1100	"
2100-2200	"	"	1100-1200	"
			Lunch	
			1300-1400	Driving Skills
			1400-1500	"
			1500-1600	"
			1600-1700	"

# Level II Training-Week Thirteen

	Tuesday	Thursday		Saturday
1800-1900	Courtroom Practicals	Graduation Practice	0800-0900	
1900-2000	"	Graduation	0900-1000	
2000-2100	No Class		1000-1100	
2100-2200	"		1100-1200	
			Lunch	
			1300-1400	
			1400-1500	
			1500-1600	
			1600-1700	



## Appendix D

## Appendix D

### Level I Training by Topic

Training Topic	Training Hours
Arrest Procedures and Discretion	4
Constitutional Law	2
Crime Scenes and Evidence	6
Criminal Codes	12
Crisis Intervention and Domestic Violence	4
Defensive Tactics	8
Department Policy and Procedure	4
Domestic Violence	4
Ethics	2
Firearms	32
First Aid	2
Handcuffing	4
Human Communication	2
Introduction and Inprocessing	3
Juvenile Procedures	2
Liability	4
Narcotics	2
Officer Survival	4
Patrol Practicals	16
Patrol: Alarm Response	2
Patrol: Felony Traffic Stops	2
Patrol: Traffic Stops	2
Physical Training (PT)	3
PR-24	15
Prisoner Control and Transportation	1
PT Pre-Test	3
Radio Communication	1
Report Writing	2
Search and Seizure	5
Stress Management	1
Testing	5
Traffic Control	1
Traffic Direction	1
Traffic Law	2
Use of Force	2

**Total Training Hours: 165**

**Appendix E**

## Appendix E

### Level II Training by Topic

Training Topic	Training Hours
ABC	2
Accident Investigation	8
Accident Reports	2
Child Abuse	2
Citations	1
City Traffic Codes	4
Courtroom Procedures: Criminal	4
Courtroom Procedures: Practicals	8
Courtroom Procedures: Traffic	2
CPR	6
Crime Prevention	2
Crime Scenes	2
Crisis Intervention and Domestic Violence	6
Driving	32
DUI	6
Field Interviews	2
First Aid	4
Internal Affairs	1
Interviews	2
Introduction and Inprocessing	1
Juvenile Procedures	10
Legal Information	24
Liability	4
Media Relations	1
Narcotics	2
Other Police Agencies	1
Patrol Practicals	8
Patrol Techniques and Tactics	2
Patrol: Alarm Responses	2
Patrol: Crimes in Progress	2
Patrol: Felony Traffic Stops	2
Patrol: Traffic Stops	2
Police-Community Relations	4
Radio Communication	1
Report Writing	8
Search and Seizure	4
Sex Crimes	3
Tactical Approach: Building	2
Tactical Approach: Pedestrian	1
Testing	4
Traffic Law	8

**Total Training Hours: 192**

**Appendix F**

## Appendix F

### Reserve Training Hours by State

State	Training Hours
South Carolina	60
Georgia	240
North Carolina	432
California: Level 3	56 (Note 1)
Level 2	146 (Note 1)
Level 1 Non-Designated	214 (Note 2)
Level 1 Designated	560 (Note 3)

Note 1- Level 3 and Level 2 officers are not allowed to work alone as specified in the Commission on Peace Officer Standards and Training (POST) Manual, Commission Procedure H-1.

Note 2- Level I Non-Designated officers are not allowed to work alone until they complete 200 hours of structured field training.

Note 3- Level I Designated officers are allowed to work alone once they meet the requirements of the POST basic course.

**Appendix G**

# COLUMBIA POLICE DEPARTMENT FIELD TRAINING & EVALUATION PROGRAM

DAILY OBSERVATION REPORT NO. \_\_\_\_\_

RECRUIT \_\_\_\_\_ NO. \_\_\_\_\_ FTO \_\_\_\_\_ NO. \_\_\_\_\_ DATE \_\_\_\_\_

**RATING INSTRUCTIONS:** Rate observed behavior with reference to the scale below by using the numerical value definitions contained in the Field Training and Evaluation Program Standardized Guidelines. You must comment on the most and least acceptable performance of the day. Although specific comments are required for all ratings of "2" or less, "6" or above, and N.R.T., you are encouraged to comment on any behavior you wish. Use the category number to reference your narrative comments. Check the "N.O." box if any activity is not observed and/or "N.R.T." box if the recruit fails to respond to training.

## RATING SCALE

NOT ACCEPTABLE BY FTO  
PROGRAM STANDARDS

MINIMUM  
ACCEPTABLE  
LEVEL

SUPERIOR BY FTO  
PROGRAM STANDARDS



1 2 3 4 5 6 7

N.O.

N.R.T.

### CRITICAL PERFORMANCE TASKS

1. DRIVING SKILL: STRESS CONDITIONS	1	2	3	4	5	6	7		
2. ORIENTATION SKILL UNDER STRESS CONDITIONS	1	2	3	4	5	6	7		
3. FIELD PERFORMANCE: STRESS CONDITIONS	1	2	3	4	5	6	7		
4. OFFICER SAFETY: GENERAL	1	2	3	4	5	6	7		
5. OFFICER SAFETY: WITH SUSPICIOUS PERSONS & PRISONERS	1	2	3	4	5	6	7		
6. CONTROL OF CONFLICT: VOICE COMMAND	1	2	3	4	5	6	7		
7. CONTROL OF CONFLICT: PHYSICAL SKILL	1	2	3	4	5	6	7		

### FREQUENT AND OTHER PERFORMANCE TASKS

8. DRIVING SKILL: NON-STRESS CONDITIONS	1	2	3	4	5	6	7		
9. ORIENTATION SKILL: NON-STRESS CONDITIONS	1	2	3	4	5	6	7		
10. PROPER FORM SELECTION: ACCURACY/COMPLETENESS	1	2	3	4	5	6	7		
11. REPORT WRITING: ORGANIZATION/DETAILS	1	2	3	4	5	6	7		
12. REPORT WRITING: GRAMMAR/SPELLING/NEATNESS	1	2	3	4	5	6	7		
13. REPORT WRITING: APPROPRIATE TIME USED?	1	2	3	4	5	6	7		
14. FIELD PERFORMANCE: NON-STRESS CONDITIONS	1	2	3	4	5	6	7		
15. SELF-INITIATED FIELD ACTIVITY	1	2	3	4	5	6	7		
16. PROBLEM SOLVING/DECISION MAKING ABILITY	1	2	3	4	5	6	7		
17. RADIO: APPROPRIATE USE OF COMMUNICATION CODES	1	2	3	4	5	6	7		
18. RADIO: LISTENS AND COMPREHENDS TRANSMISSIONS	1	2	3	4	5	6	7		
19. RADIO: ARTICULATION OF TRANSMISSIONS	1	2	3	4	5	6	7		

### KNOWLEDGE

20. OF DEPARTMENT POLICIES AND PROCEDURES	1	2	3	4	5	6	7		
21. OF THE PENAL CODE	1	2	3	4	5	6	7		
22. OF THE VEHICLE CODE	1	2	3	4	5	6	7		
23. REFLECTED IN VERBAL OR WRITTEN TESTS	1	2	3	4	5	6	7		
24. REFLECTED IN FIELD PERFORMANCE TESTS	1	2	3	4	5	6	7		

### ATTITUDE RELATIONSHIPS

25. ACCEPTANCE OF FEEDBACK: VERBAL/BEHAVIOR	1	2	3	4	5	6	7		
26. ATTITUDE TOWARD POLICE WORK	1	2	3	4	5	6	7		
27. WITH CITIZENS: SPECIFY	1	2	3	4	5	6	7		
28. OTHER RELATIONSHIPS: FTO/SERGEANT/LIEUTENANT	1	2	3	4	5	6	7		

### APPEARANCE

29. GENERAL APPEARANCE: SPECIFY IF NECESSARY	1	2	3	4	5	6	7		
----------------------------------------------	---	---	---	---	---	---	---	--	--

MINUTES OF REMEDIAL TRAINING TIME  
(or Additional Comments)

\_\_\_\_



ADMINISTRATIVE COMMITTEE

Most Acceptable Performance \_\_\_\_\_

Least Acceptable Performances \_\_\_\_\_

Additional Comments \_\_\_\_\_

Recruit \_\_\_\_\_ Rater \_\_\_\_\_  
(signature) (signature of FTO)

## Appendix H



CITY OF COLUMBIA  
PERFORMANCE EVALUATION  
COLUMBIA POLICE DEPARTMENT

DATE: \_\_\_\_\_

NAME: \_\_\_\_\_ DEPARTMENT: Police Department

CLASSIFICATION: \_\_\_\_\_ RANGE: \_\_\_\_\_ STEP: \_\_\_\_\_

REPORT PERIOD: From: \_\_\_\_\_ To: \_\_\_\_\_

TYPE REPORT: (Check One) 1st Probation ☐ 2nd Probation ☐ Annual Regular ☐ Special ☐

RECOMMEND RETENTION: YES ☐ NO ☐

I certify that this report represents my best judgements of the employee.

\_\_\_\_\_  
Signature Title Date

Reviewers:

\_\_\_\_\_  
Signature Title Date

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature Title Date

Comments: \_\_\_\_\_

\_\_\_\_\_

Employee's Signature:

I certify that this report has been discussed with me. I understand my signature does not necessarily indicate agreement.

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

PER840102-A

CODE:

N/A

Not Applicable

Performance Factor - The level of effectiveness to which the employee meets the following criteria.

**1. APPLYING JOB KNOWLEDGE**

- A. Does officer demonstrate a high degree of knowledge of procedures, laws and court rulings in crime prevention and enforcement? \_\_\_\_\_
- B. Is officer most knowledgeable and familiar with patrol areas, high crime locations and known criminals? \_\_\_\_\_
- C. Does officer consistently demonstrate knowledge of observation and investigative techniques? \_\_\_\_\_
- D. Is officer consistent in following appropriate procedures in responding to calls or carrying out investigations? \_\_\_\_\_
- E. Does officer seek out opportunities to learn and apply new police procedures and improve skills as an officer? \_\_\_\_\_
- F. Is officer consistently thorough in the completion of assigned duties; i.e., field investigations, required follow-ups and report writing? \_\_\_\_\_

**2. MAKING DECISIONS**

- A. Can officer make appropriate decisions within his or her area of responsibility? \_\_\_\_\_
- B. Can officer determine key aspects of the situation and assess alternative courses of action? \_\_\_\_\_
- C. Can officer differentiate when a quick decision is needed and when there is time to consider in detail a judgement? \_\_\_\_\_

D. Does officer seek advice when necessary? \_\_\_\_\_

**3. DEMONSTRATING OBSERVATIONAL/PRELIMINARY INVESTIGATIVE SKILLS**

- A. Does officer demonstrate alertness to detail and remember facts and observations? \_\_\_\_\_
- B. Does officer keep accurate written notes regarding events or observations at the crime including descriptions of vehicles, persons or features of the environment? \_\_\_\_\_
- C. Is officer alert to signals which merit investigation? \_\_\_\_\_
- D. Does officer adequately protect crime and accident scenes? \_\_\_\_\_
- E. Does officer professionally question suspects and witnesses to obtain all relevant information required? \_\_\_\_\_

**4. PERFORMING CRIME/ACCIDENT INVESTIGATIONS**

- A. Is officer proficient in organizing and carrying out an investigation? \_\_\_\_\_
- B. Is officer proficient in collecting relevant evidence and does he seek out persons or other sources of information pertinent to the case? \_\_\_\_\_
- C. Does officer professionally use evidence to determine appropriate steps to follow during the investigation? \_\_\_\_\_
- D. Does officer maintain documentation, follow relevant investigative procedures and laws, and proficiently develop evidence for case prosecution? \_\_\_\_\_

E. Does officer testify in a professional manner throughout the course of court proceedings? \_\_\_\_\_

**5. SAFETY SKILLS AND CARING FOR AND USING EQUIPMENT**

- A. Does officer show concern for police property? \_\_\_\_\_
- B. Does officer keep equipment clean, operative and in good working order? \_\_\_\_\_
- C. Does officer inspect squad car and emergency equipment before and after use and report any malfunctions or repairs? \_\_\_\_\_

III.

Competent

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

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3. \_\_\_\_\_

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\_\_\_\_\_

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4. \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

IV.

Outstanding

A

B

C

D

E

F

A

B

C

D

A

B

C

D

E

A

B

C

D

E

A

B

C

driving techniques?

E. Does officer have an adequate knowledge of all assigned police equipment?

## 6. DEALING WITH THE PUBLIC

A. Does officer consistently project an image of impartiality and fairness in contact with the public?

B. Does officer exhibit concern, empathy and compassion for the communities served?  
C. Does officer show respect and consideration for diverse cultural aspects of the community as well as individual differences such as language, age and intelligence?

D. Does officer's behavior contribute to a good public image of the department?

## 7. TEAM WORK/WORKING WITH FELLOW OFFICERS

A. Does officer avoid being the source of friction with other officers?

B. Does officer build confidence and respect among other officers?

C. Does officer consider differences among other officers and treat each officer in a way that leads to mutual cooperation?

D. Does officer actively assist in familiarizing junior officers who are subordinates with the job

E. Does officer place attainment of department objectives above personal interests?

F. Does officer consistently work willingly with others in a harmonious effort to attain unit and departmental goals?

## 8. DEMONSTRATING APPROPRIATE PERSONAL APPEARANCE

A. Does officer maintain an appropriate professional image in dress, physical appearance and personal grooming when on the job and in the court room?

## 9. RELIABILITY AND RESPONSIBILITY

A. Can officer be relied upon to perform assigned duties using proper procedures without close supervision?

B. Does officer consistently submit reports on time?

C. Does officer consistently expend efforts and time necessary to do the job well?

D. Does officer consistently respond to calls without delay?

## 10. COMMUNICATING ORALLY

A. Does officer orally express ideas and information in an understandable form, both within the department and with the public?

B. Does the officer speak so that individuals from a wide range of backgrounds can understand?

C. Does officer provide instructions to citizens in a clear, understandable manner?

## 11. COMMUNICATING IN WRITING

A. Does officer write clear and concise reports and accurately describe the events reported?

B. Does officer consistently provide appropriate level of detail in describing event reports?

C. Does officer provide sufficient information for use in further stages of the investigation?

\_\_\_\_\_ D \_\_\_\_\_

\_\_\_\_\_ E \_\_\_\_\_

6. \_\_\_\_\_ A \_\_\_\_\_

\_\_\_\_\_ B \_\_\_\_\_

\_\_\_\_\_ C \_\_\_\_\_

\_\_\_\_\_ D \_\_\_\_\_

7. \_\_\_\_\_ A \_\_\_\_\_

\_\_\_\_\_ B \_\_\_\_\_

\_\_\_\_\_ C \_\_\_\_\_

\_\_\_\_\_ D \_\_\_\_\_

\_\_\_\_\_ E \_\_\_\_\_

\_\_\_\_\_ F \_\_\_\_\_

8. \_\_\_\_\_ A \_\_\_\_\_

9. \_\_\_\_\_ A \_\_\_\_\_

\_\_\_\_\_ B \_\_\_\_\_

\_\_\_\_\_ C \_\_\_\_\_

\_\_\_\_\_ D \_\_\_\_\_

10. \_\_\_\_\_ A \_\_\_\_\_

\_\_\_\_\_ B \_\_\_\_\_

\_\_\_\_\_ C \_\_\_\_\_

11. \_\_\_\_\_ A \_\_\_\_\_

\_\_\_\_\_ B \_\_\_\_\_

\_\_\_\_\_ C \_\_\_\_\_

## 12. PERFORMING UNDER STRESS

- A. Does officer make sound, logical decisions when working under stress? 12. \_\_\_\_\_ A \_\_\_\_\_
- B. Can officer maintain a stable level of performance in situations that are dangerous, emotional or require a large amount of work in a short time? \_\_\_\_\_ B \_\_\_\_\_
- C. Does the officer have the ability to maintain composure under personal abuse? \_\_\_\_\_ C \_\_\_\_\_
- D. Can officer take charge and not freeze in pressure situations? \_\_\_\_\_ D \_\_\_\_\_
- E. Can the officer be counted on to professionally confront a dangerous situation and to back up fellow officers when danger exists? \_\_\_\_\_ E \_\_\_\_\_

## 13. ATTENDANCE AND PUNCTUALITY

- A. Is officer conscientious about work attendance and punctuality? 13. \_\_\_\_\_ A \_\_\_\_\_
- B. Does the officer request leave in advance in order that the department will not be inconvenienced? \_\_\_\_\_ B \_\_\_\_\_
- C. Does officer not abuse break privileges and make sure breaks do not inconvenience others? \_\_\_\_\_ C \_\_\_\_\_
- D. Does officer attend all meetings called by the Chief or other supervisory personnel? \_\_\_\_\_ D \_\_\_\_\_

## 14. SELF DISCIPLINE

- A. Does officer not allow personal problems to affect productivity and quality of work? 14. \_\_\_\_\_ A \_\_\_\_\_
- B. Does officer confine personal business to an absolute minimum during working hours? \_\_\_\_\_ B \_\_\_\_\_
- C. Does officer abide by the policies and procedures outlined by the Police Department? \_\_\_\_\_ C \_\_\_\_\_

## 15. LEADERSHIP CAPABILITIES

- A. Can officer formulate a plan of action or procedures, and do so with careful consideration for the possible effects of that plan? 15. \_\_\_\_\_ A \_\_\_\_\_
- B. Does the officer consider the available options or plans carefully before initiating actions? \_\_\_\_\_ B \_\_\_\_\_
- C. Does the officer follow accepted procedures in pre-planning for expected events and coordinate plans with other units involved? \_\_\_\_\_ C \_\_\_\_\_
- D. Is officer willing to accept responsibility for the success or failure of a departmental program? \_\_\_\_\_ D \_\_\_\_\_
- E. Does the officer show the ability to take control of a situation by the use of voice and body command? \_\_\_\_\_ E \_\_\_\_\_
- F. Does officer exhibit confidence when making decisions? \_\_\_\_\_ F \_\_\_\_\_
- G. Is the officer effective in dealing with employees of lower rank, position and authority? \_\_\_\_\_ G \_\_\_\_\_
- H. Does officer demonstrate the ability to accept change without difficulty or resistance? \_\_\_\_\_ H \_\_\_\_\_
- I. Does officer understand the obligations to uphold by example and action the principles of the profession and the department? \_\_\_\_\_ I \_\_\_\_\_
- J. Does officer consistently set a personal example which instills high morale in fellow employees? \_\_\_\_\_ J \_\_\_\_\_

## 16. SAFETY AND PHYSICAL CONDITION

- A. Work methods consider safety for self and others. 16. \_\_\_\_\_ A \_\_\_\_\_
- B. Has general health, physical energy & endurance needed in relation to the job assignment. \_\_\_\_\_ B \_\_\_\_\_

Appendix I

## Appendix I

### Direct Operating Expenses (Per Officer)

Psychological Evaluation	\$33.75
Physical	\$35.00
Drug Screening	<u>\$25.00</u>
Total	\$93.75

### Direct Operating Expenses: Department Incurred (Non-Recoverable)

Equipment	\$688.67
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### Direct Operating Expenses: Department Incurred, Officer Reimbursed (Recoverable)

Uniforms	\$435.45
Firearm	\$225.00



## Appendix J

## Appendix J

### Indirect Personnel Costs for Selection Process (per Officer)

Initial Interview:	\$10.20 (Note 1)
Background Check:	\$25.50 (Note 1)
Oral Assessment Board	\$41.85 (Note 2)
Misc. Administrative Time	<u>\$51.00</u> (Note 1)
Total:	\$128.55

Note 1- Based on hourly wage of Sergeant with Step-4 pay rate.

Note 2- Based on one lieutenant and two police officers at Step-4 pay rate for oral assessment board.

### Indirect Personnel Costs for Training (Per Class)

Level I:	\$2,158.81
Level II:	\$2,371.44

#### Level I- 165 Hours of Training

Trainers Rank	Pay Rate	Hours Instructed	Hourly Pay Rate	Total
Captain	Step-4	32	\$13.68	\$437.76
Sergeant	Step-4	87/34 Note 1	\$10.20	\$1234.20
Police Officer	Step-4	46/19 Note 1	\$7.49	486.75

Note 1- The second number denotes additional hours required by a second trainer for portions of the curriculum.

#### Level II-192 Hours of Training

Trainers Rank	Pay Rate	Hours Instructed	Hourly Pay Rate	Total
Sergeant	Step-4	125/34/3 Note 1	\$10.20	\$1652.40
Police Officer	Step-4	77/18/1 Note 1	\$7.49	\$719.04

Note 1- The second number denotes additional hours required by a second trainer for portions of the curriculum. The third number denotes additional hours for a third trainer for portions of the curriculum.

## Appendix K

## Appendix K

### Uniforms Required of Reserve Officers by Quantity and Price

<u>Quantity</u>	<u>Description</u>	<u>Unit Price</u>	<u>Total Price</u>
3	Trouser	\$50.00	\$150.00
3	Shirt-Short Sleeved	\$25.00	\$75.00
3	Shirt-Long Sleeved	\$27.00	\$81.00
1	Rain Jacket	\$17.95	\$17.95
1	Rain Pants	\$15.00	\$15.00
1	Hat Cover	\$3.00	\$3.00
1	Hat	\$17.00	\$17.00
1	Tie	\$2.50	\$2.50
1	Gloves	\$24.00	\$24.00
1 pair	Shoes	\$44.00	\$44.00
1	Collar Insignia	\$2.50	\$2.50
1	Name Plate	\$3.50	<u>\$3.50</u>
Total:			\$435.45

**Appendix L**

## Appendix L

### Equipment required of Reserve Officers by Quantity and Price

<u>Quantity</u>	<u>Description</u>	<u>Unit Price</u>	<u>Total Price</u>
1	Whistle	.75	.75
1	Traffic Vest	\$14.75	\$14.75
1	Inner Belt	\$15.90	\$15.90
1	Outer Belt	\$28.20	\$28.20
1	Speedloader w/ Case	\$11.60	\$11.60
1	Holster	\$11.16	\$11.16
1	Baton with Holder	\$30.62	\$30.62
1	Traffic Citation Bookcover	\$11.89	\$11.89
1	Aluminum Clipboard	\$9.49	\$9.49
1	Flashlight with Cone	\$4.88	\$4.88
1	Template	\$1.00	\$1.00
1	Atlas/City Map	\$1.90	\$1.90
1	Badge Set #	\$62.00	\$62.00
1	Handcuffs with Case and Key	\$33.53	\$33.53
1	Revolver		
	(S & W Model 65 [357])	\$225.00	\$225.00
12	.38 Caliber Ammunition	.19	\$2.28
180	.38 Caliber Ammunition	.55	\$99.72
1	Key Holder	\$3.50	\$3.50
1	Gun Cleaning Kit	\$7.50	\$7.50
1	Body Armor	\$318.00	<u>\$318.00</u>
	Total:		\$893.67